



PAPER AP23/11

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held at Police Headquarters Martlesham, and via Microsoft Teams at 09:30 on Friday 13 January 2023.

PRESENT:

Office of the Police and Crime Commissioner

Colette Batson (Chief Finance Officer), Kate Boswell (Executive Assistant to the PCC and Chief Executive), Sandra Graffham (Head of Communications and Engagement), Christopher Jackson (Chief Executive), Tim Passmore (Police and Crime Commissioner), Vanessa Scott (Head of Policy and Performance).

Suffolk Constabulary

Eamonn Bridger (Temporary Assistant Chief Constable), Rob Jones (Temporary Deputy Chief Constable), Rachel Kearton (Chief Constable), Kenneth Kilpatrick (Assistant Chief Officer).

In attendance for the Public Agenda in person

John Burns (Member of the Police and Crime Panel), Mark Jepson (Chair of the Police and Crime Panel).

In attendance for the Public Agenda via Teams

Peter Gardiner (Member of the Police and Crime Panel), James Finch (Member of the Police and Crime Panel), Birgette Mager (Member of the Police and Crime Panel), Debbie Richards (Member of the Police and Crime Panel) Adriana Stapleton (Senior Democratic Services Officer, Suffolk County Council).

Apologies

Julie Dean (Temporary Assistant Chief Constable).

PUBLIC AGENDA

1 Public Question Time

- 1.1 The Police and Crime Commissioner (PCC) welcomed everyone to the first APP meeting of 2023 and introduced those attending the meeting in person.
- 1.2 The PCC advised that two questions had been received from a member of the public. Firstly with reference to 101 and 999 call responses, where other forces periodically use the Suffolk

control rooms, is this due to their own control rooms being overwhelmed. Secondly could data be included in future reports as to the impact this has on the Suffolk control room, and further could instances be included where Suffolk uses other forces' control rooms.

2 Open minutes of the meeting held on 18 November 2022 (Paper AP23/01)

- 2.1 The minutes of the meeting held on 18 November 2022 were agreed as an accurate record and approved by the PCC.
- 2.2 All actions were noted as complete, or in hand and being followed up outside of the meeting.

3 Financial Monitoring (Paper AP23/02)

- 3.1 Assistant Chief Officer (ACO) Kenneth Kilpatrick, presented this report.
- 3.2 The forecast underspend stands at just under £1M. There is an increase in income to a figure of £630K which has been driven by mutual aid, court fees, and investments due to the increase of interest rates. In terms of capital, the underspend relates to IT projects and supply issues with getting orders placed and delivered in this financial year.
- 3.3 The PCC asked whether regarding the capital reserves of £630K, and the £1.1M set aside for covering inflationary costs, the increase of rising inflation rates help to deal with the impact of these pressures. The ACO confirmed this to be the case however there are many costs which are expected to increase, and therefore the underspend from this year will be used to cushion 2023/2024 purchases which will increase in price.
- 3.4 The PCC sought clarification regarding vehicles and what the cost impact will be given BMW are no longer willing to supply vehicles. The ACO responded that at present that information was not available, but there are other suppliers within the National Framework that can be called upon.
- 3.5 The PCC shared that the interest rates for the investment portfolio vary considerably and asked how the reserves of £30M were being managed to maximise the use of the higher rates. The ACO confirmed that weekly treasury reports were received, and that the interest forecast figure for 2023/2024 of approximately ½ million pounds, was included within the budget. Despite the increase in interest rates this is not being reflected in all savings accounts, with the high rate offered by one bank being an anomaly.

4 Improving Confidence and Satisfaction (Paper AP23/03)

- 4.1 Temporary Assistant Chief Constable (T/ACC) Bridger presented this report.
- 4.2 This report demonstrates how the Constabulary sits locally in terms of confidence and satisfaction within the community. Presently there is no data to compare the position nationally. The report shows consistency across the 5 areas of crime: business, hate, online, rural and domestic abuse. The biggest area for concern is business crime, which continues

to be an area of focus for the Improvement Board. The results for Domestic Abuse show satisfaction being exceptionally high.

- 4.3 The PCC questioned what the White Ribbon Youth Advocate scheme was. T/ACC Bridger confirmed that it formed part of an engagement strategy with young people, due to the growing area of concern of domestic abuse within younger teenage relationships.
- 4.4 The PCC raised the issues of confidence around business crimes and asked specifically for an update on what work is happening to address this. T/ACC Bridger confirmed that business crime is varied, from shoplifting to high-level fraud, with some fraud cases handled nationally rather than locally. The fraud element is problematic; crimes can be difficult to detect and there can be a lack of evidence. The Confidence Board will be looking further at business crimes, having reviewed what is being done in other forces to see what can be adopted for use in Suffolk, as well as engaging with the Suffolk Chamber of Commerce for input.
- 4.5 The Chief Executive questioned with the increase of 21.4% in 999 demand, do we know what is driving this and what are we doing about it. Additionally with the ongoing strike action being seen in other areas of the public sector will there be a further increase in demand. T/ACC Bridger confirmed that the increase in 999 demand is reflective of the types of call being received, with a high level being non-crime calls. Work is in progress to address this looking at specifically what the role of the Police should be vis-a-vis other areas of public service. It would seem reasonable that the Constabulary will see further increased demand due to the strikes.

5 Responding to Calls for Assistance (Paper AP23/04) p.32

- 5.1 Temporary Assistant Chief Constable (T/ACC) Bridger presented this report.
- 5.2 There has been a sharp rise in 999 call demand over the past year, which was partly expected with the return to normality post covid. The areas of growth include abandoned 999 calls, missing people, calls for safety, and public disorder. It is worth noting that there is a decrease in 101 calls, although the increase in 999 calls does impact on the delivery of the 101 service. The Contact and Control Room (CCR) is starting to see an increase in online reporting.
- 5.3 The PCC noted that the high level of missing persons calls to 999 places an unfair burden on the Constabulary and that action is required by other agencies to deal with this. Where additional demand has been placed on the Constabulary by other agencies such as the Ambulance Service, he asked what was being done to address this, and sought reassurance that the issues are being taken seriously by the Ambulance Service. T/ACC Bridger confirmed that these were considerable challenges for the Constabulary. There were ongoing communications at all levels with the East of England Ambulance Service, with recognition of the pressures being faced by both agencies. The Constabulary are working on an approach to examine the level of risk the force is willing to take on where there are not life-threatening situations. Despite the open dialogue and ongoing work, quick changes are not anticipated. The Chief Constable added that as part of the relationship building process the Ambulance Service were invited into the CCR enabling them to be exposed to the 999 calls experienced by the Constabulary. This was a useful exercise, and one which is reciprocated by the Ambulance Service.

5.4 The PCC asked what can be done to address repeat nuisance calls to the CCR. T/ACC Bridger confirmed that the Constabulary works to understand who these individuals are and what help they need. This is then tasked to the Safer Neighbourhood Teams to resolve. The Police will never get rid of this issue but are working to minimise instances of nuisance calls.

5.5 The PCC questioned what would help to meet the 999 demand increase within the CCA (Central Call Answering) and CCR (Contact Control Room). The Chief Constable responded that the force are looking at how to maximise the resources whilst reducing the demand. T/ACC Bridger added that it is important to explore the use of technology and how this can support the demand level.

5.6 The Chief Executive asked if other mid-size forces had seen a similar increase of approximately 20% demand for 999 calls, and if so, is there anything that can be learnt from them. T/ACC Bridger confirmed that as we move out of covid this has been the general trend being observed. Suffolk Constabulary is looking to learn from whether there are any arrangements that have been successfully implemented in other areas.

6 Use of Coercive Powers (Paper AP23/05)

6.1 Temporary Assistant Chief Constable (T/ACC) Bridger presented this report.

6.2 Coercive Powers are broader than just Stop and Search. Overall, despite this being a complex area, the Constabulary are performing well. Stop and Search remains one of the most contentious areas of policing, nevertheless the force has transparent processes around its use and a high level of scrutiny in place. This has resulted in Suffolk Constabulary being flagged nationally to share best practice around how to work with partners. The current area of scrutiny focus is the use of Body Worn Videos (BWV), and the force continue to take learning from other agencies regarding this work, which is subsequently incorporated into training. An ongoing area of concern is the increase in levels of assaults on officers.

6.3 The PCC asked what could be done to address the issue of disproportionality, and what actions does the Police Powers Board take regarding this. T/ACC Bridger confirmed the Police Powers Board receive feedback from the scrutiny groups, which the Board uses to address training needs, ensuring they are meeting the national standard. In terms of disproportionality, this is an issue that the public sector has been wrestling with for a number of decades. One part is around engaging with communities and understanding their needs. The other side is to ensure our record-keeping is accurate and can demonstrate why these powers have been used. The Chief Constable added that our Stop Searches are intelligence led, which can, on occasion, be led by a bias within society.

6.4 The PCC questioned regarding the consultation of the Stop and Search Policy for 2022, who is being consulted and how will the process work. T/ACC Bridger was asked to provide this information directly to the PCC.

ACTION – Further detail to be provided to the PCC around the consultation being undertaken for the Stop and Search Policy 2022, specifically who is being consulted.

6.5 The PCC queried whether there was anything within the Home Office and College of Policing 'Best Use of Stop and Search' scheme we need to be aware of. The Chief Constable

confirmed that previously Suffolk Constabulary has been highlighted for best practice in this area of policing.

6.6 The PCC asked about positive outcomes in relation to age regarding stop and search. T/ACC Bridger was asked to provide this information directly to the PCC.
ACTION – Further information requested to support the comment around positive outcomes of Stop and Search. Where successful stop and search occurs, please include an age breakdown within the report, e.g., reference to the age ranges would be useful such as under 14, 14-18 year olds, 18-30 years of age etc, and to include some clarification on what was found within the particular search.

6.7 The OPCC also requested the following be addressed for future reports from the Constabulary.
ACTION – Future reports to provide an explanation in the narrative where there was a notable disproportion such as for ‘other’ (graph at the top of page 6) or difference in outcomes by ethnicity (the graph at the top of page 7).
Could the term “other” be explained in terms of which ethnic groups are included.
The OPCC to work with the Constabulary on contents amendments within the Use of Coercive Powers report.

7 Workforce (Paper AP23/06)

7.1 Temporary Deputy Chief Constable (T/DCC) Jones presented this report.

7.2 T/DCC Jones confirmed that the report highlights that Suffolk Constabulary are on track to reach the uplift target for new officers. There have been challenges in terms of recruiting and retaining police staff, and the paper shows this in terms of the data captured via exit interviews.

7.3 The PCC requested clarification regarding paragraph 2.1 of the report, querying the figures cited for the full-time officers at the end of the year of 1400. T/DCC Jones confirmed Suffolk Constabulary are firmly on track to meet the target of 1403, and further the Constabulary is working towards an increased target of 1427. The Chief Constable confirmed that the figures are for headcount, and not full time equivalent (FTE).
ACTION – Clarification and data required regarding paragraph 2.1 upon the officer uplift figures and impact on overall police officer numbers by the end of the year; are they Headcount or FTE? The PCC asked to see data for both.

7.4 The PCC asked with the changing workforce and attrition rates, what trends are being seen and what is the Work force Board doing to address this. T/DCC Jones confirmed there are difference in rates being seen between officers and police staff, and exit interviews are now being conducted via telephone by HR after someone has left the organisation, rather than by the line manager. The main issue raised relates to low pay resulting in leavers. With the Police Education Qualification Framework (PEQF) the qualification is academically challenging, requiring evening work to complete the assignment aspects of the course, and this is not sustainable for all. There are also people leaving the force for career opportunities within other forces; often it will be due to promotion or re-location to a different force elsewhere in the country.

7.5 The Chief Executive noted that the sample of exit interviews were spread across Norfolk and Suffolk, and asked whether any valid conclusions could be drawn from such a small sample. Comment was made that the attrition rate for staff and officers based only in Suffolk was an important statistic which should be included within this report. T/DCC Jones confirmed that the Constabulary would provide these statistics. The biggest cause of attrition was due to officers retiring. With police staff, lack of career progression is a key reason for attrition. The Head of HR is leading a workstream to look at attracting and retaining police staff.
ACTION – The turnover rate for staff and the turnover rate for officers in Suffolk to be provided; to include the split between those leaving the Constabulary, and those retiring.

7.6 The Chief Executive requested clarification upon the definitions that have been included for the bar graphs and pie charts within the report, the questions that were being asked during the exit interviews, and what was the Suffolk response rate to the exit interviews.
ACTION - Further clarification to be provided upon the definition of terms used in the bar graphs and pie charts relating to exit interviews. The survey questions used to be provided. How many 'Suffolk' leavers responded to the survey?

7.7 The Chief Executive sought further information on the retention strategy and what it includes.
ACTION – Further detail of the Constabulary's work on its Retention Strategy work (and timescale) to be provided.

7.8 The PCC raised that if 20% of officers are leaving due to concerns about management, what is being done by the People Board to address this. T/DCC Jones was asked to follow up on the work by the people board and respond back to the OPCC outside of the meeting.
ACTION – What action is being taken, including by the Performance Board, upon the fact that 20% of officers are leaving the Constabulary due to concerns about Management.

7.9 The PCC questioned that when a recruit leaves the PEQF qualification, were there any financial implications. T/DCC Jones confirmed that there are contractual implications but would need to look at these and send through detail to the OPCC.
ACTION – Clarification required upon the financial implications of someone leaving the PEQF qualification part way through. Is the Constabulary required to compensate the provider if numbers on the course decline due to dropouts; will the full fee have to be paid regardless of numbers attending; and is there a three-year penalty cost? Confirmation required upon the contractual implications regarding this.

7.10 The OPCC queried in the previous Workforce Report of July 2022, where a concern was raised around the detective intake numbers, whether this was no longer a risk. T/DCC Jones advised that in terms of numbers the risk is smaller, but in terms of depth of detective capabilities there are still challenges.

8 Progress with the Chief Constable's Strategic Plan 2020-2023 (AP23/07)

8.1 The Chief Constable presented this report.

8.2 The previous plan was drawn together in 2020, which was before covid, and didn't factor in the impact that a global pandemic would cause, effecting the work that everyone has

undertaken, and impacting on the types of crime being seen which include Violence Against Women and Girls (VAWG), and offences committed online. Work is currently underway for a new Chief Constable's Strategic Plan, which will be presented to APP in due course.

- 8.3 The PCC queried what the additional officers being recruited as tactical advisors were going to be doing. T/ACC Bridger confirmed that these roles when delivered in the right way will make a difference. Officers receive enhanced training, and are then able to deliver support to other officers in an advisory capacity.
- 8.4 The PCC was interested to hear further information regarding the Care Leadership Strategy. The Chief Constable confirmed this is a continuous Professional Development Programme, that has been in place for several years and which works at 3 different levels, predominantly frontline, middle and senior managers. It is a large piece of work, coordinated by an Inspector who reports into the Deputy Chief Constable.
- 8.5 The Chief Executive asked that further to the Blue Light Integration and the drone collaboration, is there anything else being explored in terms of Blue Light. The Chief Constable confirmed that there are some areas of work being explored, such as whether the design out crime officer could marry up with fire prevention officer, and if so, are there functions that could then be shared. T/ACC Bridger added that in the Community Prevention space there is a general agreement in principle and early conversations over what could be collaborated on.

9 Any Other Business

- 9.1 There was no other business.

The open part of the meeting closed at 1155 and members of the public left the meeting.

PRIVATE AGENDA

[A detailed account of the discussions and decision on the following items is contained in the confidential minutes]

10 Closed minutes of the meeting held on 18 November 2022 (Paper AP23/08)

- 10.1 The confidential minutes of the meeting held on 18 November 2022 were agreed as an accurate record and approved by the PCC.

11 Strategic Policing Requirement (Paper AP23/09)

- 11.1 The Chief Constable presented this report

12 Civil Claims and Employee Tribunals (Paper AP23/10)

12.1 The Chief Constable presented this report.

The meeting closed at 1200.

Summary of Actions

Item / Paper	Action	Owner
6.4 Use of Coercive Powers	Further detail to be provided to the PCC around the consultation being undertaken for the Stop and Search Policy 2022, specifically who is being consulted.	T/ACC Bridger
6.6 Use of Coercive Powers	Further information requested to support the comment around positive outcomes of Stop and Search. Where successful stop and search occurs, please include an age breakdown within the report, e.g., reference to the age ranges would be useful such as under 14, 14-18 year olds, 18-30 years of age etc, and to include some clarification on what was found within the particular search.	T/ACC Bridger
6.7 Use of Coercive Powers	Future reports to provide an explanation in the narrative where there was a notable disproportion such as for 'other' (graph at the top of page 6) or difference in outcomes by ethnicity (the graph at the top of page 7). Could the term "other" be explained in terms of which ethnic groups are included. The OPCC to work with the Constabulary on contents amendments within the Use of Coercive Powers report.	T/ACC Bridger and Vanessa Scott
7.3 Workforce Report	Clarification and data required regarding paragraph 2.1 upon the officer uplift figures and impact on overall police officer numbers by the end of the year, are they Headcount or FTE? The PCC asked to see data for both.	T/DCC Jones
7.5 Workforce Report	The turnover rate for staff and the turnover rate for officers in Suffolk to be provided; to include the split between those leaving the Constabulary, and those retiring.	T/DCC Jones
7.6 Workforce Report	Further clarification to be provided upon the definition of terms used in the bar graphs and pie charts relating to exit interviews. The survey questions used to be provided. How many 'Suffolk' leavers responded to the survey?	T/DCC Jones
7.7 Workforce Report	Further detail of the Constabulary's work on its Retention Strategy work (and timescale) to be provided.	T/DCC Jones

7.8 Workforce Report	What action is being taken, including by the Performance Board, upon the fact that 20% of officers are leaving the Constabulary due to concerns about Management.	T/DCC Jones
7.9 Workforce Report	Clarification required upon the financial implications of someone leaving the PEQF qualification part way through. Is the Constabulary required to compensate the provider if numbers on the course decline due to dropouts; will the full fee have to be paid regardless of numbers attending; and is there a three-year penalty cost? Confirmation required upon the contractual implications regarding this.	T/DCC Jones